CONFIDENTIAL   D D / S R E G I S T R Y

F I L E *Training 6*

DD/S 72-1398

MEMORANDUM FOR: Deputy Director of Training
                  Director of Finance

SUBJECT   : Proposed Budget Courses

        Al and Tom:

                The 6 April Activities Report for the Office of
Training noted your joint session to discuss training courses for Finance
careerists and reflected that consideration was given to setting up training
on three levels in the budget process. We have for some time been con-
scious of the fact that, with the transfer of the budget responsibility to
PPB, there was created some division of responsibility, at least as the
organizational level changed. It is, therefore, obvious that the training
of Finance Officers in the budget process is most desirable. At the same
time, I urge that, in developing the training courses, you coordinate with
the Office of Planning, Programming and Budgeting and perhaps as it is
appropriate call on them for contribution to the training.

                                    Robert S. Wattles
                                    Assistant Deputy Director
                                        for Support

ADD/S:RSW/ms (7 April 72)
Distribution:
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Note (on DD/S cys only)   CONFIDENTIAL

25X1   Extract fr OTR report: "Proposed Budget Courses: [   ]
                                          met with Mr. Thomas Yale,
        D/Fin, and [   ] C/S/OF, to discuss training courses for
25X1   finance careerists. Mr. Yale suggested the possibility of three separate   (over)

25X1

DD/S 72.2966

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH   : Deputy Director for Support

SUBJECT   : Management Science Block of Instruction for
                  Midcareer Course

1. Attached is a tentative outline of a course on "Management
Science for Intelligence" which can be presented independently or in
conjunction with another course. In its present format there is coverage
of Operations Research, Prediction, Decision-making, Probability,
Correlation and Regression, Network Analysis, Linear Programming,
Queuing Theory and the Delphi process -- all as related to intelligence.
In addition some 2-5 hours of exercises are scheduled, including
hands-on use of computer terminals.

2. This package is designed for five working days and will be
initially offered as an independent course from 3 to 7 November. I
intend, with your approval, to include it in the 34th running of the Mid-
career Course this November-December, for which planning is now
under way. These two runnings will give us sufficient experience to
evaluate the advantages and disadvantages of such a block of instruction
for the Midcareerists and indicate the optimum amount of time to devote
to it. Possibly a four- or even three-day block may be advisable, but
I feel that initially we should try the longer version, as it will probably
be easier to cut back from it than to start with the short version and
add a bit each time it is offered.

3. The 34th Midcareer Course is already scheduled to run to
9 December, two days into the seventh week because of the Thanks-
giving holiday. I propose using the remaining days in that week and
cutting elsewhere in the course to accommodate the five-day Management

Science Block for this "experimental" running. The time lost would probably be no more than one day in Phase II on the Agency and no more than one day in Phase III on World Affairs.

4. I request your early approval of this course of action so that the planning can proceed expeditiously.

HUGH T. CUNNINGHAM
Director of Training

CONCUR:

_____   _____
John W. Coffey   Date
Deputy Director
for Support

APPROVED:

(signed) John W. Coffey   28 JUL 1972

_____   _____
W. E. Colby   Date
Executive Director-Comptroller

Distribution:
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2 - DDS   Chrono, Subject
2 - DTR
2 - SIWA MC

17 July 1972

Management Science for Intelligence

Course Outline
·(Tentative)

Monday   STATINT

A.M.   1/2 hour   Admin/Security/Facilities

            1 hour   Introduction, objectives,
                            course overview, methods
                            covered, areas of application
                            in Management and Intelligence,
                            benefits

            1 1/2 hours   Application of M.S. methods
                            to Management functions
                            and processes (Relevance
                            and benefits with illustrations)

LUNCH

P.M.   1 hour   Application of Operations
                            Research methods to
                            Intelligence processes
                            (Relevance and benefits
                            with illustrations)

            2 hours   Time-sharing terminals,
                            storage and retrieval,
                            library programs
                            (Prepare for Tuesday AM
                            Exercise)

Instructor

STATINT

Tuesday

A.M.   2 hours   Terminal operation, S&R,
                     Library programs
                     Students perform a series
                     of terminal problems
                     (teams of 2 or 3)

        1 hour   Forecasting, estimates,
                     prediction
                     Overview of methods and
                     their relevance to
                     Management and Intelligence

LUNCH

P.M.   2 hours   Decision-making, probability
                     decision trees, expected
                     value

        1 hour   Correlation and Regression
                     Analysis

Wednesday

A.M.   1 1/2 hours Correlation and Regression
                     Exercise. MGMT problem
                     and Intelligence problem,
                     including analysis of
                     results

        1 1/2 hours Decision-making exercise

LUNCH

P.M.   1 hour   Network Analysis
                     Intelligence and Management
                     Applications

        1 hour   Network Analysis
                     Classroom Exercise

        1 hour   Linear Programming method
                     and Applications

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STATINT

<u>Thursday</u>

A.M.   1 hour   Resource allocation Exercise

              2 hours   Linear Programming Exercise,
                              Management and Intelligence
                              examples
                              Set up constraint and
                              objective functions, process
                              evaluate results

LUNCH

P.M.   2 hours   Queueing Theory for
                              Management and Intelligence

              1 hour   Set up exercises for
                              Friday AM

<u>Friday</u>

A.M.   1 1/2 hours   Exercises in Resource
                              allocation, probability
                              and decision-making

              1 1/2 hours   Exercises in Storage and
                              Retrieval and Library
                              programs

LUNCH

P.M.   1 1/2 hours   DELPHI, MGMT and
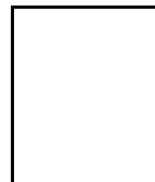   Intelligence Applications

              1 1/2 hours   Review

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Next 2 Page(s) In Document Exempt

STATINT

28 July 1972

Mr. Coffey:

The terms "information science" and "management science" are used in these papers according to definitions used in the course.

"Information Science: That body of knowledge and methodology concerned with systematic and scientific solutions to Information Handling problems employing the approaches of Systems Analysis, Operations Research, and Computer Analysis, and such specific techniques as Queveing, Network Analysis, Simulation, Linear Programming, Correlation and Regression Analysis, Statistical Methods."

"Management Science: The application of Information Science approaches and methods to the management functions of planning, organizing, controlling, and decision making."

In this context there is no change from one term to the other.

This is intended to be a basic offering in the specific techniques mentioned in the definition of Information Science -- a kind of survey and orientation somewhat deeper than simple vocabulary familiarization but not deep enough to provide students with specific qualifications or knowledge in depth. I think some such exposure would be valuable for most mid-careerists.

Basic computer vocabulary and familiarization is offered in the Orientation course offered by OCS.

No one on DD/S staff has had the course nor is anyone scheduled to take it and I would be at a loss to suggest who should. [   ] has been exposed to most of the substance of the course in greater depth elsewhere. There might be someone in the SIPS Task Force who could go and assess it.

STATIN

OTR is in the process of assessing and attempting to solidify the requirements but you may recall that Messrs. [   ] and Cunningham said at the Staff meeting last week that they are not optimistic.

STATIN

I would support Tex's recommendation that you approve and advise Mr. Colby orally.

RHW